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MEMORANDUM FOR: Acting Deputy Director (Administration)

THRU : Chief of Administration, DD/P

SUBJECT : Survey Report of the SE/Admin/Supply Section

1. PROBLEM. To re-evaluate logistics type T/O positions within the SE Division with a view toward determining:

- a. The appropriate organizational location for the most economic and efficient performance of essential logistical functions and,
- b. The minimum number of personnel estimated to be required for the performance of such functions.

2. ASSUMPTIONS.

- a. That procedures, now under development, governing the preparation, review and authentication of the Logistical Annex required as an attachment to any project having a materiel requirement, will create a workload for the Supply Section considerably in excess of that required under present procedures.
- b. That the revised directive, now in the process of coordination, concerning the preparation and processing of the Forecast of Materiel Requirements will be approved substantially as written and will eliminate the consolidation formerly performed by the Supply Section.
- c. That revised _____ by providing for the preparation of requisitions at field station level, may result in some reduction of workload in the SE/Supply Section.

3. FACTS BEARING ON THE PROBLEM.

- a. The entire system of logistical procedures is in the process of revision and correlation with the expanded responsibilities

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of the Logistics Office. These revisions, coupled with refinements being made in Program Planning procedures and the budget and finance system, will tend to place added emphasis on logistical calculations at all levels.

- b. The Supply Section is operating under functions developed for it by the Chief/EE/Admin. The functions, generally, assign the duties being performed. Both the functions and the actual duties are a combination of specialized logistical activities and general service, administrative and house-keeping matters.
- c. There are no approved functions for a prototype logistical element in an area division. Intra-divisional assignment of functions has been left, very generally, to the discretion of responsible officers in the individual divisions.
- d. The T/O for the Supply Section contains four positions, all filled. In addition, one man awaiting transfer to an overseas assignment is working in the Section.
- e. Only one current job description can be found, that for a Section Chief.
- f. In the absence of specific work units applicable to the several operations performed in the Section, and any record of actual time spent on each, it has been necessary to establish arbitrary factors and accept such actual counts as are available, making estimations for the others. While these factors have no particular significance in themselves, it is believed that they will prove helpful for comparative purposes as the survey is extended to other area divisions. A compilation of the data collected in all divisions should indicate questionable deviations from the norm. See Tab E.

h. DISCUSSION.

- a. All aspects of the Agency logistical system are now under study in order to attain a tighter control and provide adequate coordination in the preparation and processing of all related documents. The situation is generally as follows:

- (1) Logistical Annexes are being prepared throughout DE/P, under procedures which are largely obsolete. Revisions are under consideration which will provide for the preparation of detailed annex attachments to all projects having materiel involved and require the complete coordination, concurrence and authentication of such annexes

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prior to release from the area divisions for approval by higher authority. It is not possible to calculate the extent to which such requirements will increase the workload of a Supply Section. It is safe to assume that personnel of the Section will have to provide staff assistance and guidance to the country desks and case officers in the development of annexes in order to assure that nomenclature, stock numbers and estimations of price are correctly stated and that other logistical factors are given proper consideration. The Section will then, acting as a division staff level logistical element, conduct a review of the annex for all of its logistical implications, make adjustments if necessary to conform to policies and programs of the division, and accomplish the required coordination and authentications necessary before the division chief can sign-off on the project.

- (2) A proposed directive is now in the process of publication which, if approved, will change the current procedure for the preparation, processing, review, consolidation and periodic adjustment of the semi-annual Forecast of Material Requirements. The directive will require the preparation of the basic Forecast at field, case officer or country desk level, based on the sum of the material reflected on the project annexes pertinent to the area or country and from other available information. The forecasts will then come to the Supply Section for "review and adjustment" of the individual forecasts to bring them in line with "current plans and operations". The former requirement that Forecasts be consolidated at division level is eliminated. The consolidation will be a machine records operation accomplished for Logistics Office.

- (3) [REDACTED] have been reproduced in tentative form and coordinated. This procedure provides for the preparation, where possible, of requisitions in field stations, using the new supply catalogs and price lists which are now being developed and distributed. This new routine should result in some decrease in the number of requisitions which must be prepared in the Supply Section.

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- (4) In summation, the proposed procedures for the preparation of Logistics Annexes will tend to increase the workload of the Section because of the demand for complete detail and pricing; the proposed procedure for the preparation and processing of Forecasts of Material Requirements will

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sharply reduce the workload because of the preparation of the Forecasts by the field stations and the application of machine records techniques to the consolidation of the data; and the new field supply procedures will reduce the present workload by requiring the preparation of some requisitions in the field.

- b. The concept under which the Supply Section, SE, was organized and is being operated does not place the proper emphasis on the importance of the logistical aspects of the division's mission. Tightening budgets and the attention now being focused on improved computations and accountings will force the development of more comprehensive and realistic materiel computations, from the inception of a proposed project and its logistics annex, through the compiling and review of materiel forecasts, and the requisitioning of the actual supplies and materiel. The staff logistical personnel in the area divisions certainly are operating in a specialized field and should be recognized as such throughout the division. This stature cannot be attained if they are assigned activities of a housekeeping character, as in this division.
- c. The T/O of the Supply Section allows four positions. These are reflected on Tab C. In addition, one position from the field service is being used temporarily in this Section. The occupant of this slot is being transferred overseas in the immediate future, thus reducing the personnel on board in the Section to its basic four positions, all occupied.
- d. Personnel/SE/Admin. does not have job descriptions for the personnel of the Supply Section, with the exception of one for the Section Chief. In the absence of official job descriptions it was necessary to obtain task statements to indicate the internal distribution of duties (See Tab D).
- e. In order to determine the workload of the Section, it was necessary to establish a list of the activities being carried on in the Section. An evaluation of these activities indicated that they fall into three definite categories, 1) those which belong, properly delineated, to a logistical unit, 2) those of a simple service nature, which should be reduced to a minimum, and 3) those which, it appears, could be dropped because they are duplications or are no longer necessary. These activities, grouped according to the foregoing categories, and with explanatory notes where required, are as follows:

Logistics Type Activities

- (1) a) Assist country desks and case officers in the preparation of Logistics Annexes to projects or programs, and b) the staff review, coordination and authentication required

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at division level prior to release for PAC approval.

- (2) a) Assist division and field elements in the preparation of Forecasts of Material Requirements and b) the division staff level review, adjustments for conformance to policy and program changes, coordination and authentication necessary prior to release to Logistics Office.
- (3) Prepare requisitions and requests for shipment, review adequacy of requisitions prepared in the field, and follow-up with Logistics Office to assure timely delivery.
- (4) a) Process requests for special or recurring reports, b) coordination to assure accomplishment on the part of the appropriate field or headquarters element, and c) division staff level review and release to requesting office.

Note: At present there are no requirements for recurring reports. However, it is evident that certain reports will be required from the field and action thereon should be correlated and coordinated through the Supply Section.

- (5) Prepare or assist in the preparation of special routing, packaging and shipping instructions and plan channels for the movement of material to field stations.
- (6) Cooperate, to the extent requested, in the development of consumption and supply factors, stock levels and T/E's and A's.

Note: This should be a minor detail since the primary responsibility for such factors rests with the Logistics Office and the Senior Staffs.

- (7) Maintain liaison with the Logistics Office, Medical, Commo., TSS, Senior Staffs, other area divisions and others on logistics matters of common concern.
- (8) Maintain registers, logs and files directly pertinent to the above functions.

Note: Reference is made to the files situation elsewhere in this discussion.

Administrative - Housekeeping Activities

- (9) Coordinate and expedite requests from division elements for reproduction, including in some instances, distribution

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and delivery.

Note: This is reproduction to be performed in the Agency Reproduction Plant - miscellaneous reproduction appears below.

- (10) Distribute telephone directories and destroy old directories.
- (11) Process all requests for service to be performed by the Building Supply Officer in the division headquarters area.
- (12) Maintain the division conference room in the 1300 Wing, J Building.
- (13) Plan for space, furniture and telephone wires for division elements and arrange for obtaining moving crews.
- (14) Clear and service all requests from division elements for furniture and equipment to be furnished by the Building Supply Officer.
- (15) Maintain records to account for all Class A furniture in the division.
- (16) Service requests from division staff level elements for maps, pictures, bulletin boards, incidental framing, and in some instances the actual hanging of the item.
- (17) Obtain, install, maintain and move furnishings for common covert office(s).
- (18) Obtain and distribute catalogs, pamphlets, etc. for division staff personnel.

Activities Which Should be Discontinued

Logistics Type:

- (19) Prepare field station inventories.

Note: New field supply procedures provide for the required inventories and teams from this headquarters will install the procedures in the field. Interest of the Section will hereafter not exceed a coordinating action to assure that all reports are submitted, a division staff review for obvious errors and correct format, and

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submission to Logistics Office. A sizeable amount of material concerning former inventories, now in the Section files is obsolete, and should be removed and disposed of or sent to archives.

- (20) Maintain card records and file folders on vehicles in overseas stations.

Note: By Agency regulation, the responsibility and accountability for automotive vehicles is vested in the Logistics Office. That Office now has adequate records to perform its function and is in a position to render special and periodic reports to the area divisions as needed. The maintenance of vehicle records in the area divisions is an outright duplication and, in this Section, is taking the major part of the time of one Supply Assistant, GS-6. A Kardex system is maintained containing two sections, one active and one dead, plus a system of file folders each containing all papers, cables, etc. and a control sheet, all providing essentially the same information. While a vehicle record system was formerly necessary, the Logistics Office is now in a position to assume its responsibility in this matter. This entire record and file system should be reviewed with the Logistics Office, any parts or data of interest to that Office transferred to it, and all records, files and filing equipment on this subject in the Supply Section should be disposed of.

- (21) Maintain real estate records.

Note: While not as extensive or as time consuming as the vehicle records discussed above, the maintenance of records concerning real estate, exclusive of safe houses, in an area division is also a duplication and should be discontinued. All real estate, maintenance and construction activity is now the responsibility of the Logistics Office. That Office has not established complete inventory records as of this time but a directive authorizing the collection of all necessary basic information from the field is now published. The records of the Supply Section can be transferred (excluding safe house data) to the Real Estate and Construction Division, Logistics Office, who will continue to maintain it pending the establishment of their own official records and will furnish the area

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division any information upon request. When the official records are established, the SE & C Division can reconcile them with the records turned over by the Supply Section and then destroy the old Section records.

- (22) Prepare monthly report for SE/Budget to show estimated obligations for materiel.

Note: The Budget Section/SE is now being surveyed and correct procedures are being recommended. This report should be discontinued and all accumulated records now in the Section file should be disposed of. Hereafter, shipping instructions and any other instruments which create an obligation against funds allotted to the Chief/SE should be released through the Budget Section in order that the obligation may be recorded, the proper allotment number indicated and the instrument certified to concerning the availability of funds. FY-54 funds, in the 08 and 09 category, less off-shore procurement, are being allotted directly to the Logistics Office - not to the area divisions - and it will be the responsibility of Logistics Office to operate the necessary obligation and expenditure records therefor. Their exact procedure for accomplishing this accounting has not been firmed up. It may be found necessary or advisable for the area divisions to maintain a memorandum record of the obligations created by requisitions. This remains to be determined. If so, the necessary records will not exceed one register in which will be posted, by project, the amounts of 08 and 09 monies which are being allotted to the Logistics Office for the Division and the requisition number and estimated amount, subsequently processed against such funds.

- (23) Assist the Budget Section/SE in the preparation of the materiel portion of budgets based on a review and analysis of the requisition file.

Note: The preparation of budget calculations, based on a past review and analysis of requisitions, should not hereafter be necessary. Adequate and realistic materiel detail in the Logistical Annexes and Forecasts should provide most of the logistical data for budget purposes. The Supply Section will always have a responsibility to provide staff advice and guidance in the preparation of any

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tabulations having logistical implications.

- (24) Prepare periodic Status Reports to the field concerning the current status of all requisitions in process.

Note: This activity is now suspended and should not be reactivated. Accumulated file material should be removed and disposed of. The present status of field supply, and improved procedures in the distribution of requisition copies and of the various information copies of the WOD, should make the preparation of a periodic report unnecessary.

- (25) Maintain chrono files of all rough drafts and working papers in the Section.

Note: The expenditure of time and filing space does not appear to be justifiable.

Administrative - Housekeeping type

- (26) Maintain and issue of stocks of unwatermarked bond paper.

Note: This is not a particularly time consuming activity but it is a function of Building Supply. This is now being checked to see why stocks are not available and, if possible, to get the correct quality of paper into the supply system. If this can be done, this activity will be unnecessary.

- (27) Maintain a reserve stock of typewriters, adding machines, a dictating machine and record shaver, cameras, language machines and records, briefcases, etc. for loan as needed in the division.

Note: This activity is questionable. It is space and time consuming and ties up a considerable amount of equipment. It requires a sizeable memorandum receipt file. Certain other divisions operate without this type of service. It is recommended that all items now in this reserve be reviewed, that unnecessary or surplus items be disposed of, that only necessary items be retained and that these be distributed permanently to appropriate elements of the division, and that present memorandum records be cleared and disposed of. Requirements for specialized equipment use should be satisfied through normal channels.

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It is understood that arrangements are now being developed which will provide the more standard and common items usually requested by travelers going overseas from the stocks of the Building Supply Officer, thus making it unnecessary for the Divisions to maintain such items on hand.

- (26) Maintain reproduction equipment and supplies and assist in the operation of the machines when requested.

Note: The Section maintains an Apoco Photo Copier, a Photostat Instant Copy Machine, a Ditto machine, and paper trimmer, scales, etc., with incidental operating supplies, for the use of division personnel in turning out local reproduction jobs. The Section furnishes assistance, as needed, in the operation of this equipment. This activity should be discontinued and the equipment disposed of through proper channels, since it is a duplication of service available in Room 2027 in the same building. In this room there is identical equipment for the use of any area division personnel who may wish to go there and turn out small reproduction jobs. This room is serviced, the machines are in order and supplies are available.

- f. The functions of the Supply Section, prepared and approved by the Chief/Admin., outline the activities assigned. This survey verifies that these activities are being performed. However, in view of the discussion in paragraph 4 b. and 4 c., it would appear that all clerical, housekeeping, service functions and activities should be separated from the truly logistical aspects of the Section; that duplicating and overlapping activities should be stopped; that unnecessary records and files should be disposed of; and the Section should operate solely within the logistical field. Necessary service, housekeeping and administrative-clerical duties should be assigned to a clerk of appropriate title and grade, possibly attached directly to the Office of the Chief/Admin. In order to activate the Supply Section in its proper perspective the present functional statement (See Tab A) should be corrected. A proposed text of the functional responsibilities is offered for consideration. (See Tab B.) A list of the administrative and housekeeping activities, after elimination of duplicating and overlapping items, appears elsewhere in this study. If such duties are assigned to a clerk attached to the office of the Chief/Admin., as recommended herein no additional statements need to be added to the functional statements of that Office, since such duties are common to all Divisions.

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- g. In the absence of established workload factors, historical data concerning the distribution of manhours expended, and approved standard time allowances applicable to the factors, it is necessary to base judgement concerning T/O requirements on observation, estimations, the calculated impact of forthcoming procedures, and possible savings in effort as a result of the elimination of certain activities. Based on this approach, and assuming that the separation of the specialized and housekeeping activities discussed in paragraph e. above will be accomplished and that activities so indicated will be discontinued, it appears that the T/O of the Supply Section (see Tab C) may be adjusted as follows:

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Note: The study is not concerned with the question of grades or titles. However, the two Supply Officers provided by the recommendation will, in effect, perform at approximately the same level with regard to the specialized problems in the logistics field. It would appear that the second ranking position in this Section should, therefore, more nearly approach the grade of the Chief than is provided by the present T/O. It would also appear that this position should be filled by a person adequately qualified to act for the Chief in all respects during his absence.

- h. The Supply Section maintains contact with the Office of Logistics through a Coordinator appointed by that Office. This arrangement appears to be fully satisfactory. There is considerable direct contact by the Coordinator with the lower echelons of the division and by the Section with individuals in the Office of Logistics. However, this seems to be mutually satisfactory to the section and the coordinator and each keeps the other advised of such contacts. The Coordinator serves a very useful purpose and, in a discussion with this examiner, he indicated that he was receiving excellent cooperation and had no immediate problems so far as the section was concerned.
- i. Information gathered in the conduct of this survey indicates that the Supply Section has been initiating, on a crash basis, practically all the detailed logistical calculations in connection with recent materiel forecasts and budget justifications because

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of the fact that adequate logistics annexes were not prepared by the Country Desks, Case Officers, and field stations to provide justification for their programs and projects at the time they were initially submitted for approval.

5. CONCLUSIONS.

- a. It is not possible to determine exactly the impact of forthcoming logistical procedures; however, a review of proposed directives seems to indicate that the workload of the Supply Section, in logistical matters, will not be greater than under present procedures.
- b. In order to place the correct emphasis on the division's logistical responsibilities, and to give stature to the unit which must perform in this specialized field at division staff level, all general service, housekeeping and miscellaneous activities should be removed from the Supply Section.
- c. The present activities of the Supply Section should be assigned, transferred, or discontinued as outlined in Paragraph 4 a.
- d. The present functional statement for the Supply Section should be withdrawn and the logistical responsibilities of the Section should be clearly defined in a new statement.
- e. The T/O of the Supply Section should be adjusted by transferring one of the basic four T/O positions to the Office of the Chief/Admin., and leaving three positions (two Supply Officer positions and one staff position) to perform the logistical functions.
- f. Action should be taken to prepare correct job descriptions for the Supply Section positions and have them classified in the light of the specialized duties to be performed.
- g. The clerical workload of the Supply Section under present conditions can be reduced to a fraction of its present size by the transfer and discontinuance of activities discussed above and the disposition of all registers, card systems, files and work papers incident thereto. The registers, logs, and files necessary in a Section having purely staff logistical responsibility need not exceed logs for incoming and outgoing dispatches and cables, a register for requisitions properly cross referenced, files containing folders for each requisition in which all pertinent papers and actions are accumulated for ready status reference, a requisition file arranged in chronological order, files of the division's copies of logistical tabulations which have been approved and submitted to higher authority, files of

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news and other administrative material common to all offices, binders of regulations, notices, etc., and such catalogs and price lists as may be needed in the office.

d. In view of the foregoing, it is recommended:

- (1) That unnecessary or duplicate activities, both logistical and housekeeping, be discontinued and all machines, supplies, property, records, filed material and filing equipment incidental thereto be disposed of. See Paragraph 4 e. above.
- (2) That the administrative-housekeeping-service type activities, detailed in Paragraph 4 e. as being necessary in the operation of the Division, be transferred to the Chief/Admin, together with any incidental records, filed material and filing equipment.
- (3) That the functional statements under which the supply section is now operating (Tab A) be withdrawn and a new statement of functions (Tab B) be prepared which will delineate the Section's responsibilities as the staff level logistics unit for the Division.
- (4) That one position be transferred from the basic T/O of the Section to the Chief/Admin to handle the housekeeping functions referred to in paragraph 5 a (2); and that the remaining three positions on the basic T/O be retained as the revised T/O for the Section (See Paragraph 4 g. above).
- (5) That, upon completion of transfer of duties recommended above, action be taken to prepare appropriate job descriptions and have the positions reclassified in the light of their specialized activities.

This report has been discussed with the Chief/Admin/ who agrees in all the major premises.

██████████ pointed out, however, that the support offices have only recently been in a position to assume their appropriate responsibilities.

TECHNICAL ADVISOR:

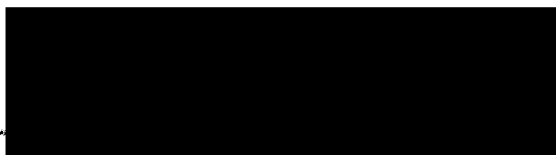
Office of Logistics Representative:



Inspection and Review Officer

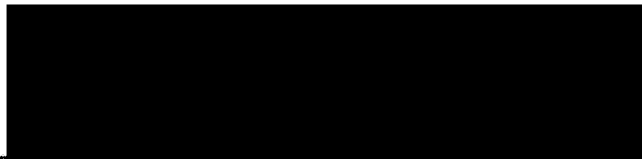
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APPROVER:



Asst. Management Officer, DD/A
(For the clandestine Services)

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W. L. Paul
Management Officer, DD/A

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Attachments:

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